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## Office Memorandum • UNITED STATES GOVERNMENT

TO : Executive DATE:

FROM : Acting Management Officer

SUBJECT: Survey of Procedures and Organization of Services Office.

1. Scope of Survey:

At the request of the Services Officer, a detailed survey of the operations, records, and organization of the Services Office was instituted approximately 18 January 1949. Within the course of the survey, officials of operating offices were consulted on particular problems.

2. Objectives of the Management Office Survey:

- a. Provide faster, better, and less costly service to the Agency.
- b. Relieve operating personnel within the Agency of extraneous duties imposed on them by Services Office procedures.
- c. Reduce the work performed within Services Office without impairment of service to such extent that some positions presently authorized can be eliminated.
- d. Reduce the number of forms used, files maintained, reports compiled, and records completed.

3. Findings:

a. The Services Office is rendering adequate services support to CIA operation. The supervisors have a good concept of their responsibilities. Both the supervisors and employees of Services Office indicate a willingness and desire to serve.

b. Since the first of the year, the officials of the Services Office have been critically reviewing their operation toward the objectives of simplifying operations, effecting economies, and providing better service. This action on the part of Services Office has resulted in the following improvements:

- (1) Rental of a larger garage which reduces workload of the Transportation Division and provides better care for CIA motor vehicles.
- (2) Physical transfer of Mimeographing and Finishing Unit of Reproduction Division to the basement of North Building.

Document No. 001  
NO CHANGE in Class.   
DECLASSIFIED

Class. CHANGED TO: TS  
DDA Memo, 4 Apr 77  
Auth: DDA REG. 77/1763  
Date: 24/3/82 By: 22

This action provides needed space at "H" Street reproduction plant and facilitates the duplicating, collating and distributing of some CIA issuances. It also eliminates a costly paper delivery operation.

(3) Rewarehousing of the [REDACTED] This should facilitate the supply maintenance and supply issuance activities.

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(4) Recruitment of an Electronics Engineer who can give technical advice on communications procurement.

(5) Recovery of property not being utilized in operating offices.

(6) Some simplification of procedures, forms, reports, and records. (Action taken is set forth in Appendices I through VI attached to this report.)

(7) New table of organization providing for a reduction of 14 positions.

c. On the whole, Services Office has amicable and satisfactory relationships with other segments of CIA. However, the controls imposed on Services Office by other segments of CIA, together with poor clarification of relationships and poor communication between Services Office and other parts of CIA, create major problems in Services Office operations:

(1) Communications Activity. - Only recently has Services Office assumed responsibility for communications equipment, warehousing and procurement. Duplication of effort between these activities needs to be eliminated and clearcut responsibilities established. (Largely accomplished - AdA)

(2) Major changes within CIA. - Services Office should be notified as far in advance as possible to provide services for new CIA activities, for major moves in CIA field installations, and for day-by-day service to CIA operating offices.

(3) Security. - CIA security regulations impose a hardship on Services Office because of the extensiveness of Services Office physical establishments and the services rendered. Close contact should exist between Services and Security to facilitate compliance with CIA security requirements.

(4) Covert Operations. - Many overt units of Services Office are called on to assist covert activities. No clear division has been made between what is handled by Covert Branch and that handled by Overt Branch. This needs clarification. (Now being accomplished and implemented - SVA)

(5) Books and Periodicals. - OCD control has caused diffi-

culties and additional work in procurement of this type of item.

(6) Budget and Fiscal Controls. - Prior encumbrance of all purchases, GPO reproduction, and contracts slows down the operation. Other Budget controls add to the work of the Services Office.

d. Major Defects:

(1) The Services Office is over-staffed in some of its activities.

(2) Despite recent simplification, too many controls, records, forms and files exist. Many unnumbered forms are used. (Are being eliminated - *JAC*)

(3) Services Office controls, particularly property control, impose an unnecessary burden on operating offices. (Are being eliminated - *JAC*)

(4) Service on procurement and contract requests is slowed down by unnecessary controls and reviews. (Is being corrected - *JAC*)

(5) Responsibilities and authorities have not been delegated, to the extent compatible with the grade-levels and qualifications of supervisory personnel. (Being implemented - *JAC*)

(6) The desirability of providing each official with an assistant is questioned.

(7) The organization of the Office is overly sub-divided. This results in too many supervisory personnel and too many controls and reviews before action can be taken.

4. Recommendations:

a. Property control records be centralized in Supply Division and merged with inventory records. The feasibility of utilization of machine records be explored. The operating offices be relieved of responsibility for keeping property records. An officer for each building (preferably) or each organization be charged with full services responsibility. (Being implemented *JAC*)

b. A building supply room be established for each CIA building, when possible, from which commonly used expendable items can be dispensed. (Being implemented - *JAC*)

c. The processing of procurement and contract requests be speeded up by elimination of controls and reviews. (Being implemented - *JAC*)

d. A program of stock standardization be instituted and carried forward on a continuing basis. (Initiated - Mgmt is assisting - *JAC*)

e. The suggestion of Services Office to negotiate a contract for purchase of periodical subscriptions and possibly books, be implemented. (This is a serious problem - A separate study may be required to resolve delays and expense in present procedures for periodical and book purchases - *JOA*)

f. The Reproduction Division be reorganized to reflect physical location of activities.

g. A safety engineer be provided on General Services Division table of organization to serve as accident and fire prevention specialist for the Agency.

h. The Reproduction Division absorb the reproduction operation now carried on by operating offices in "M" and "Q" Buildings with exception of Current Staff, ORE. (Implemented with ~~initial~~ assistance - *JOA*)

i. Procedures, forms, controls, files and records be simplified as suggested in Appendices I through VI.

j. Washington officials visit field offices of the Bureau of Federal Supply to arrange for better satisfaction of field office needs. This action is suggested to preclude the need to supply field offices [REDACTED] (Something should be done - A separate study may be required. It may be necessary to increase field office petty cash funds - *JOA*)

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k. The present table of organization of Services Office be reduced to [REDACTED] positions. A new reproduction section of 11 positions be established, making a total T/O of [REDACTED] positions. The reductions to be made are set forth in Appendix "A". (Subsequent negotiations with Services Office has increased the total T/O to [REDACTED] positions - *JOA*)

l. Duplication of reviews, files, records and activity between the Services Officer and the Overt Deputy Services Officer be reduced to a minimum consistent with operational need. (Being implemented - *JOA*)

m. The changes suggested throughout the survey be scheduled for implementation.

n. After suggested changes are effected, the outstanding administrative issuances be rewritten to reflect the changes.

o. Management Office followup on suggested changes by 1 September 1949. (Follow-up of Reproduction Div and Warehouse to be completed by 20 June - *JOA*)

5. Changes Effected "During" the Survey:

a. Property Control Division was abolished and property records are being centralized in Supply Division.

b. A building supply room was opened and is now operating in "L" and North Buildings.

c. Procedures, forms and records were simplified. (See Appendices I through VI.)

d. Program of stock standardization instituted for files and filing equipment. Review of unusual procurement requests has been established.

6. Appendices Describing Detailed Findings and Conclusions are Attached:

- A - Recommended Table of Organization
- I - Transportation Division
- II - Property Control and Supply Procedures
- III - Procurement Section, Supply Division
- IV - Contract Section, Supply Division
- V - General Services Division
- VI - Reproduction Division